Center for Care Innovations | March 24, 2016

Strengthening Clinics through Aligned Leadership
Welcome Back!

- Thank YOU for your feedback! We heard that you want more:
  - Opportunities to talk to each other
  - Advice on talking about and prepping for the survey launch
  - Concrete examples of successful culture improvement projects
Great Opportunity!

- 1 complimentary registration available to attend the 2016 Great Place to Work Conference - San Diego, April 6-8
  www.greatplacetowork.com/2016-conference

- Want to attend? Email Susannah by tomorrow, Friday, March 25 at 12 pm

- We will hold a drawing if more than one person wants to attend.
Webinar FAQs

- **Hello?! Can anyone hear me out there?** Not yet! Everyone is on mute, but you will be instructed how to unmute during the team share.

- **But what if I have a great comment or question?** Chat it in! We will address your chats throughout the session.

- **How do I share this awesome webinar with ALL of my friends?** No worries! Slides, recording and referenced materials will be emailed out this afternoon.
Plan for Today

• Get clearer on culture and culture work
• Understand how to communicate about the survey
• Establish next steps for Executive & Core Team actions
Reconnecting

How have you started the culture journey since we met in February about culture ...

• What (if anything) have you communicated to the organization about the upcoming culture assessment?

• What conversations about culture (if any) have you had in your leadership team?

• What are some specific examples of things that you’ve observed in your organization that have a positive or negative impact on culture?
How do you work on culture?

• Culture work is much more about “why” and “how” than “what”
• The work on culture began when you decided to work on culture
• The survey is the first “practice field” for your evolving culture
Survey Communication to Build Trust

Authentic  Inspiring  Complete
Survey Communication to Build Trust: 3 Levels

1. Executive Team
   • Create, hold, and share Culture Vision
   • Determine behavior expectations of others
   • Model desired behaviors, be a culture champion
   • Determine organizational commitments to action

2. Core Team
   • Support managers and leaders with information and instruction
   • Model desired behaviors, be a culture champion
   • Manage Trust Index communications

3. Managers
   • Support staff through Trust Index
   • Model desired behaviors, be a culture champion
   • Create action plans and execute
## Survey Communications Plan: Pre-launch

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Key Messaging</th>
<th>Should come from:</th>
<th>Suggested communication channels/ activities</th>
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| 1-2 months before survey launch | **Announce the Great Place to Work® Trust Index® Survey**  
  • Share your Culture Vision *(Culture Stump Speech)* at a high level  
  • Explain why employees should care about the survey, why it’s important to the organization  
  • Give survey dates and survey administrator name for questions  
  • Determine where, when, and how people are expected to complete the survey | Organizational Culture Leader (CEO, Executive Director, CHRO, etc.)                  | All Staff Meeting  
  • All Staff e-mails, memos  
  • Videos or Intranet postings |
| 2 – 4 weeks prior to survey launch (or sooner, if more comprehensive support or expectations) | **Manager Focused Communications: Expectations, Roles, Information**  
  • Communicate to managers: what do they need to do, say, how should they act? What will be expected of them?  
  • Meeting or email explaining managers’ role in the process  
  • Educate managers about the Trust Index Survey content  
  • Distribute FAQs to help managers answer employee questions  
  • Answer all questions, ensure Managers feel supported and clear | Executive Team (C-Suite and Divisional Leaders)                                      | In-person meeting(s)  
  • Detailed email with instructions  
  • Handouts or slides about Great Place to Work® and the Great Place to Work® Model©  
  • Survey FAQs |
## Survey Communications Plan: Pre-launch

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<tbody>
<tr>
<td>Ongoing before launch</td>
<td><strong>Build Interest &amp; Excitement, Answer Questions, Prepare Employees</strong></td>
<td>All levels: Executive Team, Core Team, Managers, Leaders</td>
<td>✪ All Staff Meeting</td>
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<td></td>
<td>Share your <strong>Culture Stump Speech</strong></td>
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<td>✪ Department or team meetings</td>
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<td></td>
<td>Communications should answer the following employee questions:</td>
<td></td>
<td>✪ Personal conversations</td>
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<tr>
<td></td>
<td>▪ What is the purpose of the survey?</td>
<td></td>
<td>✪ All Staff e-mails, memos</td>
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<td></td>
<td>▪ What will the survey ask about?</td>
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<td>✪ Videos</td>
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<tr>
<td></td>
<td>▪ Why is participating in the survey important?</td>
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<td>✪ Intranet messages</td>
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<td></td>
<td>▪ What are the general procedures for taking the survey?</td>
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<td>✪ Organization newsletters</td>
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<td></td>
<td>▪ What steps are taken to protect confidentiality?</td>
<td></td>
<td>✪ Posters and flyers</td>
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<tr>
<td></td>
<td>▪ How and when will the results be reported?</td>
<td></td>
<td>✪ Food—healthy snacks, cupcakes, anything your</td>
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<tr>
<td></td>
<td>▪ How will the results be used within the company?</td>
<td></td>
<td>team loves.</td>
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<td></td>
<td>▪ Whom can I ask for more information?</td>
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<td>✪ Balloons, flags…</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>✪ Be creative!</td>
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- Be creative!
Fun announcement ideas!
Your “Culture Stump Speech”

- How do I define culture?
- Why do I think it matters?
- What work experiences have I had that shaped my core beliefs about culture?
- Why do I think the CCl process will help our culture?
- How do I see our culture now, and how do I hope to see it evolve?
- How can people help us evolve our culture?
- What other ideas about culture do I want to share?
The 20 Best Workplaces in California

by Christopher Tkaczyk  /ctkaczyk  MARCH 23, 2016, 10:15 AM EDT

And they're all hiring!

Illustrations by Michael Brandon Myers

Fortune 100 Best Companies to Work For 2016!

30 days of focused content, company reviews & real life examples and ideas for you.

http://fortune.com/best-companies
Executive Team: Potential Next Steps

• Announce (and re-announce, and re-announce ...) the Trust Index Survey in an impactful way (if you haven’t already)

• Develop, test, and refine your Culture Stump Speech so that by the time the survey launches you’re delivering it regularly
Core Team: Potential Next Steps

- Develop and implement your survey implementation plan (using the Communication Plan)
- Work on FAQs (using the FAQ starter set)
- Check with your joint design team member (to say thank you and offer to help)
- Build excitement and interest with creative announcement ideas
What’s Next?

- **Action steps for Executive and Core Teams** (discussed earlier)
- **Survey launch!** April 25- May 6
- **Support Webinar #2**- Next 1-2 months, date announced soon
Thank you!